

TRAINING PROGRAM OF INSTRUCTION (TPI)

FOR

DINFOS-JEPAC

Joint Expeditionary Public Affairs Course



Approved by:

Commandant Defense Information School
Supersedes TPI Dated: 20061108



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Preface

TRAINING PROGRAM OF INSTRUCTION FILE NUMBER (TPFN): DINFOS-JEPAC

TITLE: JOINT EXPEDITIONARY PUBLIC AFFAIRS COURSE

TRAINING LOCATION: Defense Information School, Fort George G. Meade, Maryland

SPECIALTY AWARDED: None

PURPOSE: This course provides the public affairs officer and noncommissioned officer training in preparation to rapidly transition into the duties and responsibilities of delivering effective public affairs in an expeditionary environment. The course addresses the training requirements for the PA professional with little or no expeditionary experience who is pending deployment.

COURSE DESCRIPTION: The *graduate* will study and practice planning and execution of public affairs operations unique to an expeditionary environment. With an emphasis on operational planning and integration on a joint staff, this course reinforces basic and intermediate skills within the context of an expeditionary mission. Candidates who will benefit most from this course are those with minimum to no experience on a deployed joint staff.

PREREQUISITES: The candidate for this training must be a graduate of JPASC, IPASC, PAOQC, or PAQC, and within the following grade range by service:

SERVICE	GRADE / TRAINING
US Air Force	E6 thru E9; or O2-O5
US Army	E6 thru E9; or O3-O5 46Q and 46R MOS, Graduate of BNCOC
US Marine Corps	E6 thru E9; or O2-O4
US Navy	E5 thru E9; or O1-O5 Graduate of Mass Communication Specialist Course Minimum of five years time in service
US Coast Guard	E5 thru E8; or O2-O4

International Students must have an English Comprehension Level (ECL) of 85, obtain a 2+/2+ on the Oral Proficiency Interview (OPI), must have a solid understanding of English language usage, grammar and syntax, and have basic keyboarding skills. They must be a graduate of the DINFOS PAQC/DINFOS PAOQC/AFIS PAOC, and performed a minimum of one-year Public Affairs duties. These requirements will not be waived.

Interagency: Due to the tactical nature and limited seats, this course is not currently open to civilians.

SECURITY CLEARANCE: None

CLASS SIZE: MAXIMUM: 16 MINIMUM: 6 ANNUAL CAP: 64 (four annual iterations)

COURSE LENGTH: 11 Training Days (to include one Saturday)

ACADEMIC HOURS: 106 Hrs (28 beyond normal school hours)

ADMINISTRATIVE HOURS: 10 Hrs

TOTAL COURSE HOURS: 116 Hrs

INSTRUCTOR CONTACT HOURS: 920 Hrs

TYPE/METHOD OF INSTRUCTION:

Administrative (AD): 10 Hrs

Lecture (L): 10 Hrs

Performance Exercise (PE): 48 Hrs

Performance Examination (EP): 48 Hrs

TRAINING START DATE: August 2007

ENVIRONMENTAL IMPACT: None (followed DoD policy to assess the environmental impact.)

MANPOWER: The Inter-Service Training Review Organization formula was used to determine the number of instructors required. **Note:** operational planning requires inter-course and inter-department supplements to provide up to ten instructors/role players during specific scenarios, and potentially 26 during a 24-hour training operation. Requesting services have committed to contribute adjunct faculty support for these critical training events.

EQUIPMENT AND FACILITIES: See Course Design Resource Estimate (CDRE)

TRAINING DEVELOPMENT PROPONENT: Defense Information School, Course Development
Department: (301) 677-2974; DSN 622-2974

FUNCTIONAL AREA 1 - OVERVIEW

FA 1 TITLE: PA THEORY AND DOCTRINE IN THE EXPEDITIONARY ENVIRONMENT

TOTAL FA HOURS: 11

Terminal Training Outcome: Students review the fundamentals of public affairs theory and doctrine with emphasis on the specific challenges and principles essential to operations in an expeditionary environment. Upon completion of this course, graduates will be able to effectively integrate in a joint staff and execute a proactive public affairs program in the expeditionary environment. Material in this functional area is measured by performance exam. Students must achieve a minimum of 75% to complete this functional area.

Unit 001: Introduction to Expeditionary Public Affairs

- 001 Explain the role of public affairs officers and NCOs in the expeditionary environment
- 002 Explain the DOD Principles of Information
- 003 Identify the JTF Public Affairs Organization
- 004 Explain the roles and responsibilities of various joint PA billets
- 005 Explain the role of expeditionary public affairs in supporting public diplomacy overseas
- 006 Explain the role of expeditionary public affairs in supporting command information at home station

Unit 002: Operational Public Affairs Relationships

- 001 Execute the PA Officer's role in IO working group
- 002 Explain the interrelationship of information operations, civil affairs, and public affairs in working to achieve the commander's information objectives
- 003 Explain PA participation in the targeting board process
- 004 Evaluate case studies

FUNCTIONAL AREA 1

PA THEORY AND DOCTRINE IN THE EXPEDITIONARY ENVIRONMENT

TPFN: DINFOS-JEPAC 001-001-

UNIT TITLE: Introduction to Expeditionary Public Affairs

TPFN HOURS AND TYPE: 3 L

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None

TASK(S):

- 001 Explain the role of public affairs officers and NCOs in the expeditionary environment
- 002 Explain the DOD Principles of Information
- 003 Identify the JTF Public Affairs Organization
- 004 Explain the roles and responsibilities of various joint PA billets
- 005 Explain the role of expeditionary public affairs in supporting public diplomacy overseas
- 006 Explain the role of expeditionary public affairs in supporting command information at home station

INTERMEDIATE TRAINING OBJECTIVE: Student's examine the fundamentals of public affairs theory and doctrine as it pertains to joint staff operations while identifying the PA role. They will later apply this knowledge to integrate and operate in and expeditionary environment.

REFERENCES:

Joint Publication 3-61, *Public Affairs*
Department of Defense Instruction 5400.14, *Procedures for Joint Public Affairs Operations*
Joint Publication 3-13, *Information Operations*
Joint Pub 3-53, *Psychological Operations*
Joint Pub 3-57.1, *Civil Affairs*
Joint Pub 3-60, *Targeting*
Joint Pub 5-00.2, *JTF Planning*
Joint Pub 1-02, *Dictionary of Terms*
CJCSI 3205.01, *Joint Combat Camera*
DODD 5400.13, *Joint Public Affairs Operations*
DODD 0-36000.1, *Information Operations*

INSTRUCTOR/STUDENT RATIO: 1:16

SAFETY FACTORS: Routine

FUNCTIONAL AREA 1

PA THEORY AND DOCTRINE IN THE EXPEDITIONARY ENVIRONMENT

TPFN: DINFOS-JEPAC 001-002-

UNIT TITLE: Operational Public Affairs Relationships

TPFN HOURS AND TYPE: 2 L, 6 PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S):

- 001 Execute the PA Officer's role in IO working group
- 002 Explain the interrelationship of information operations, civil affairs, and public affairs in working to achieve the commander's information objectives
- 003 Explain PA participation in the targeting board process
- 004 Evaluate case studies

INTERMEDIATE TRAINING OBJECTIVE: The students identify military operations and activities with specifically different missions; how they share closely related resources working towards a single outcome. To achieve success in the measured performance exercises, the student must apply critical thinking skills to identify and respond to potential problem areas, and oversight and coordination requirements.

REFERENCES:

Joint Publication 3-61, *Public Affairs*

Joint Publication 3-13, *Joint Doctrine for Information Operations*

Joint Publication 3-57, *Joint Doctrine for Civil-Military Operations*

Field Manual 41-10, (Chapters 1-2), *Civil Affairs Operations*

Field Manual 3-05.30, (Chapters 1, 3, 4, and 6), *Psychological Operations*

"Operational Effects in OIF" http://www.findarticles.com/p/articles/mi_m0IAU/is_1_10/ai_n13819817/pg_2

Field Manual 60-20-10, *Tactics, Techniques, and Procedures for the Targeting Board Process*

INSTRUCTOR/STUDENT RATIO: 1:16

SAFETY FACTORS: Routine

FUNCTIONAL AREA 2 - OVERVIEW

FA 2 TITLE: OPERATIONAL PUBLIC AFFAIRS PLANNING

TOTAL FA HOURS: 10

Terminal Training Outcome: Students will demonstrate the military decision-making process, producing a public affairs estimate, and principles key in developing a public affairs plan in support of command objectives. The focus is on “hasty” planning versus deliberate planning with a concentration in evaluating the effects of public affairs activities. Material in this functional area is measured by performance exam. Students must achieve a minimum of 75% to complete this functional area.

Unit 001: Introduction to Planning

- 001 Outline the steps of the joint operational planning process
- 002 Explain the integration of public affairs into all phases of planning
- 003 Identify staff and functional elements of command to coordinate the PA Annex
- 004 Identify entities outside the military organization to coordinate the PA Annex

Unit 002: Operational PA Planning – The PA Annex and its Appendices

- 001 Write the Public Affairs Annex to the Operations Plan
- 002 Write Proposed Public Affairs Guidance
- 003 Identify PA personnel and equipment requirements
- 004 Target specific audiences to achieve established communications objectives
- 005 Apply the components of media facilitation
- 006 Develop ground rules governing interaction with news media representatives
- 007 Develop the procedures for embedding media to cover military operations
- 008 Incorporate defense support to public diplomacy and community relations principles in the PA Annex
- 009 Incorporate command information as a component of the PA Annex
- 010 Identify how to acquire AFRTS broadcast services for expeditionary operations
- 011 Identify imagery capabilities in the expeditionary environment
- 012 Identify capabilities of combat camera
- 013 Identify DOD guidelines on the production and use of imagery
- 014 Determine priority of photography (e.g. law of war violations, host nation support, humanitarian operations)

FUNCTIONAL AREA 2
OPERATIONAL PUBLIC AFFAIRS PLANNING

TPFN: DINFOS-JEPAC-002-001

UNITS TITLE: Introduction to Planning

TPFN HOURS AND TYPE: 2L

TOTAL TPFN HOURS: 2

PREREQUISITE TPFN: None

TASK(S)

- 001 Outline the steps of the joint operational planning process
- 002 Explain the integration of public affairs into all phases of planning
- 003 Identify staff and functional elements of command to coordinate the PA Annex
- 004 Identify entities outside the military organization to coordinate the PA Annex

INTERMEDIATE TRAINING OBJECTIVE:

The student examines today's battlefield where communication plays a key role in the mission outcome and operational PA Planning is a critical and complex task with significant impact on operations.

REFERENCES:

CFLCC Annex F for OIF, *Unclassified Version*
CJCSM 3122.01B, *Joint Operation Planning and Execution System Volume II, Planning Formats and Guidance*
CJCSI 3205.01, *Joint Combat Camera*
DODD 5120.20, *American Forces Radio and Television Service*
DoDD 5120.20-R, *Management and Operation of Armed Forces Radio and Television Service (AFRTS)*
DODD 5122.5, *Assistant Secretary of Defense for Public Affairs (ASD(PA))*
DODI 5400.14, *Procedures for Joint Public Affairs Operations*
DODI 5405.3, *Development of Proposed Public Affairs Guidance (PPAG)*
Joint Public Affairs Best Practices, "Engaging the Blogosphere," JFCOM 2006
JP 3-61, *Public Affairs*
Joint Pub 3-13, *Information Operations*
MNC-I Policy #9, *Unit and Soldier Owned and Maintained Websites* (2005)
SecDef Message – R 211700 OCT 02 SUBJECT: *Supplementary guidance for proposed public affairs guidance (PPAG)*
SecDef Message (DRAFT) –SUBJECT: *Public Affairs Guidance (PAG) - Hurricane Katrina Support Operations 2005*
SecDef Message – R 101900Z FEB 03: *PAG on Embedding Media in CentCom AOR*

INSTRUCTOR/STUDENT RATIO: 1:16

SAFETY FACTORS: Routine

FUNCTIONAL AREA 2
OPERATIONAL PUBLIC AFFAIRS PLANNING

TPFN: DINFOS-JEPAC 002-002-

UNIT TITLE: Operational PA Planning — The Public Affairs Annex and its Appendices

TPFN HOURS AND TYPE: 3L, 5PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S):

- 001 Write the Public Affairs Annex to the Operations Plan
- 002 Write Proposed Public Affairs Guidance
- 003 Identify PA personnel and equipment requirements
- 004 Target specific audiences to achieve established communications objectives
- 005 Apply the components of media facilitation
- 006 Develop ground rules governing interaction with news media representatives
- 007 Develop the procedures for embedding media to cover military operations
- 008 Incorporate defense support to public diplomacy and community relations principles in the PA Annex
- 009 Incorporate command information as a component of the PA Annex
- 010 Identify how to acquire AFRTS broadcast services for expeditionary operations
- 011 Identify imagery capabilities in the expeditionary environment
- 012 Identify capabilities of combat camera
- 013 Identify DOD guidelines on the production and use of imagery
- 014 Determine priority of photography (e.g. law of war violations, host nation support, humanitarian operations)

INTERMEDIATE TRAINING OBJECTIVE: Students develop and write specific requirements necessary in public affairs planning. Student's ability to achieve the performance tasks listed below are enhanced through discussions, demonstrations and critiques of examples provided from field and fleet commands that meet the identified standards. Student performance is measured and critiqued in subsequent exercises.

REFERENCES:

Joint Publication 3-61, *Public Affairs*
CJCSM 3122.03A, *Joint Operation Planning and Execution System Vol II:*
CJCSI 3205.01, *Joint Combat Camera*
Department of Defense Instruction 5405.3, *Development of Proposed Public Affairs Guidance (PPAG)*
Department of Defense Instruction 5400.14, *Procedures for Joint Public Affairs Operations*
DOD Regulation 5120.20-R, *Management and Operation of AFRTS*
R 211700 OCT 02 SUBJECT: Supplementary guidance for proposed public affairs guidance (PPAG)
MTTP for Joint Combat Camera Operations: <http://DODimagery.afis.osd.mil>
"Operations Plan": <http://www.globalsecurity.org/military/ops/oplan.htm>

INSTRUCTOR/STUDENT RATIO: 1:16

SAFETY FACTORS: Routine

FUNCTIONAL AREA 3 - OVERVIEW

FA 3 TITLE: EXPEDITIONARY PUBLIC AFFAIRS OPERATIONS

(FOREIGN HUMANITARIAN ASSISTANCE/PEACETIME OPERATIONS)

TOTAL FA HOURS: 33

Terminal Training Outcome: The student prepares and conducts PA operations in an expeditionary environment focusing on humanitarian assistance and other types of peacetime operations. This functional area combines all of the previously studied and demonstrated skills and abilities into a field training exercise. The scenario will reflect current military operational and informational developments worldwide. Material in this functional area is measured by students must achieve a minimum of 75% in a performance exam to complete this functional area.

Unit 001: Field Training Exercise

- 001 Establish a joint information bureau
- 002 Incorporate emergency and crisis communications management techniques in expeditionary public affairs operations
- 003 Apply DoD ethical standards to the expeditionary environment
- 004 Identify cultural sensitivities in the expeditionary environment
- 005 Brief a commander on a PA plan
- 006 Brief a news media representative on ground rules
- 007 Evaluate an individual for a media interview
- 008 Conduct a media interview
- 009 Conduct a news briefing/press conference
- 010 Determine the appropriate courses of action for inaccurate reporting
- 011 Determine appropriate content for a JTF website IAW DoD Directives and command guidance
- 012 Incorporate a transmission system in a communication plan
- 013 Coordinate with higher headquarters, lateral, and subordinate PA units
- 014 Demonstrate how security accuracy, policy, and propriety (SAPP) rules apply to materials with news value

FUNCTIONAL AREA 3
EXPEDITIONARY PUBLIC AFFAIRS OPERATIONS
(FOREIGN HUMANITARIAN ASSISTANCE/PEACETIME OPERATIONS)

TPFN: DINFOS-JEPAC 003-001-

UNIT TITLE: Field Training Exercise I

TPFN HOURS AND TYPE: 33 PE

TPFN TOTAL HOURS: 33

PREREQUISITE TPFN: None

TASK(S):

- 001 Establish a joint information bureau
- 002 Incorporate emergency and crisis communications management techniques in expeditionary public affairs operations
- 003 Apply DoD ethical standards to the expeditionary environment
- 004 Identify cultural sensitivities in the expeditionary environment
- 005 Brief a commander on a PA plan
- 006 Brief a news media representative on ground rules
- 007 Evaluate an individual for a media interview
- 008 Conduct a media interview
- 009 Conduct a news briefing/press conference
- 010 Determine the appropriate courses of action for inaccurate reporting
- 011 Determine appropriate content for a JTF website IAW DoD Directives and command guidance
- 012 Incorporate a transmission system in a communication plan
- 013 Coordinate with higher headquarters, lateral, and subordinate PA units
- 014 Demonstrate how security accuracy, policy, and propriety (SAPP) rules apply to materials with news value

INTERMEDIATE TRAINING OBJECTIVE: This unit is a performance-based exercise. The student, assigned to a group, establishes a joint information bureau under the guidance of an instructor/mentor. This exercise, conducted beyond normal school hours, will simulate continuous operations under austere conditions with multi-tasking scenarios to challenge the student's competency to perform. All mission and training tasks fundamental to successful expeditionary PA integration are individually and collectively evaluated and critiqued.

REFERENCES:

Joint Publication 3-61, *Public Affairs*

Joint Publication 3-07.6, *Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance Operations*

INSTRUCTOR/STUDENT RATIO: 4:16

SAFETY FACTORS: See lesson plan for specific safety briefing, policy and guidance.

FUNCTIONAL AREA 4 - OVERVIEW

FA 4 TITLE: EXPEDITIONARY PUBLIC AFFAIRS OPERATIONS

(WARTIME OPERATIONS)

TOTAL FA HOURS 52

Terminal Training Outcome: The student plans and executes effective PA operations in an expeditionary environment focusing specifically on wartime operations. This functional area combines all previously studied and demonstrated skills and abilities into a field training exercise. The scenario will mirror current military operational and informational missions and developments worldwide. Material in this functional area is measured by performance exam. Students must achieve a minimum of 75% to complete this functional area.

UNIT 001 Expeditionary Public Affairs Operations

- 001 Execute PA responsibilities in a targeting board
- 002 Identify media sources
- 003 Evaluate case studies

FUNCTIONAL AREA 4
EXPEDITIONARY PUBLIC AFFAIRS OPERATIONS
(WARTIME OPERATIONS)

TPFN: DINFOS-JEPAC 004-001-

UNIT TITLE: Field Training Exercise II

TPFN HOURS AND TYPE: 4 PE, 48 EP

TPFN TOTAL HOURS: 52

PREREQUISITIE TPFN:

TASK(S):

- 001 Execute PA responsibilities in a targeting board
- 002 Identify media sources
- 003 Evaluate case studies

INTERMEDIATE TRAINING OBJECTIVE: This is a performance-based exercise. Students establish a joint information bureau. The student deploys to a field-training site following an operations order and various situation reports within a combat scenario. Students then organize with other members into small operational groups of approximately four students and one instructor. Individuals and groups perform a broad variety of tasks under changing conditions, facing complex and urgent requirements during a fast-paced exercise. Instructors measure and critique both individual and group performance. The exercise ends with a case study evaluation.

REFERENCES:

Joint Publication 3-61, *Public Affairs*

Joint Publication 3-07, *Joint Doctrine for Military Operations Other Than War*

INSTRUCTOR/STUDENT RATIO: 4:16

SAFETY FACTORS: See lesson plan for specific briefings, policy and guidance.

FUNCTIONAL AREA 5 - OVERVIEW

FA TITLE: COURSE ADMINISTRATION

TOTAL FA HOURS: 10

TPFN: DINFOS-JEPAC 005-001-

UNIT TITLE: Course Administration

TPFN HOURS AND TYPE: 10 AD

TPFN TOTAL HOURS: 10

PREREQUISITE TPFN: N/A

TASK(s):

- 001 Receive orientation and Commandant's welcome
- 002 In-process (RQM)
- 003 End-of-course survey
- 004 Out-process (RQM)
- 005 Graduation

REFERENCES:

DINFOS Policies and Procedures Manual (POPMAN)

INSTRUCTOR/STUDENT RATIO: 1:16

SAFETY FACTORS: Routine